



## **Engineering Division Strategic Improvement Plan DRAFT May, 2005**

### **Result desired from the strategic plan and its action plan.**

- To make changes that will increase its success and create a better working environment for both customers and staff.

### **Why do it in 2005:**

- The new Board of County Commissioners had increased interest in development processing.
- Approval of two additional staff members gave the opportunity to re-align and re-engineer work.
- It was the only division in the department without a strategic plan.

### **Operating vision:**

***Engineering Services provides professional, responsive customer service using staff experience and collaboration to achieve code compliance.***

An operating vision is a statement that tells the essence of how we go about our work. It is the kind of statement you would use with a new employee who is not certain of how the work group sets priorities, what it values, etc. It is not broad like a traditional vision statement. It should have words that let the reader know what is expected from an employee.

### **Opportunities:**

Use strengths to solve problems.

- Use experience more effectively.
- Use tradition of discussion and negotiation more effectively.
- Create a concept for engineering review that shifts away from a planning model and toward an engineering model.
- Have inspection and engineering review support one another more effectively over the long term.
- Be more efficient.

### **Strategic Direction:**

The strategic direction for the next 24 months is:

1. Identify the core code issues and standards and recognize that all other issues and standards are flexible.
2. Break the decision making bottle neck created by over reliance on the engineering team leader and make senior engineering staff more accountable and responsible for decision making.
3. Reallocate engineering staff to provide greater review of plans at intake, to reduce duplicate review at preliminary and final engineering plan review, and to increase resources for final plan review.
4. Refine inspection staff duties so processes are streamlined and a record of the successes and failures of engineering solutions is compiled.
5. Improve responsiveness by using technology and measurement of staff behavior.
6. Give and get respect.

### **Implementation Roles:**

Managers set goals, establish timelines, set general parameters for the projects, check for viable concepts and monitor performance and results.

Staff design solutions, implement, give feedback for further improvements.

### **The projects:**

<b>TASK</b>	<b>PROPOSAL</b>	<b>TIME FRAME</b>
As built guarantee	Immediately suspend request for guarantee. Amend code.	May-Dec 2005
Erosion control certification training	Provide notice to BIA and contractors that the county will not offer this class after a certain date. Include alternate education information in development packages. Implement as quickly as the BIA is agreeable.	May-Dec 2005
Single department inspection of Utilities in Public Right of Way	Move inspection services to Public Works. Do not transfer staff. Use the newly released time to improve other inspection services. This should be budget neutral because DCD only received payment for this service for one year. Fees have been set assuming 100 percent staff recovery costs from fees.	May-Dec 2005
Stormwater Technical Information Report (TIR) Management	Move to records	May-Dec 2005
Fully complete for plan review	Discuss staffing issues surrounding intake with Permit Services. Advocate for a staff member who spends majority of time on intake and routing issues. This may require new discussions with GIS regarding taking on addressing.  Add fully complete review. Investigate alternate staffing resources (engineering techs) for this role.	May-Dec 2005  May-Dec 2005
Inspector's Daily Report (IDR) Entry into	Develop faster way to put IDR information into Tidemark. Look at the information that is needed.	May-Dec 2005

<b>TASK</b>	<b>PROPOSAL</b>	<b>TIME FRAME</b>
Tidemark		
Conditions of Approval Sign Off and Occupancy sign Off	Participate in current process. Advocate for fair distribute of work, accurate record keeping.	May-Dec 2005
NPDES Billing	Begin discussion with Public Works and get approval to submit annual billing without daily staff timekeeping.	May-Dec 2005
Financial Sureties (i.e. Performance Bond, Escrows, Letters of Credit)	Develop fee for processing. Begin timekeeping of time it takes to process the Finance Manager will have a basis for the fee.	May-Dec 2005
Create a new process for engineering reviews that: Treats engineering separate from planning, Gives opportunity for case management, Decreases repetitive reviews by applicants and staff	Identify issues and develop model for new engineering process. Get feedback from planners, attorney, and customers. Conduct Board workshop to get permission to proceed.	May-Dec 2005
	Amend codes, develop new handouts and education material, train staff, educate customers on upcoming changes.	Jan-July 2006
	Start implementation, paying attention to transition of projects already underway.	July-Dec 2006
Create an appeals venue for engineering that is different than the hearing examiner.	Consider professionally based appeals.	May-Dec 2005
Project Teams	Initiate project team approach for mentoring and distribution of decision making. Also use as a way to help train new employees.	May-Dec 2005
Problem code areas	Propose code amendments regarding site distances	May-Dec 2005
	Propose code amendment regarding circulation	Jan-July 2006
Add a Public Works Case in Tidemark	Design new case. Discuss need for their sign offs with public works staff. Get their agreement to sign off and emphasize their accountability.	Jan-July 2006
Make project status information more accessible	Structure time for return telephone calls so customers have predictability.	Jan-July 2006
	Develop a report that generates automatically from Tidemark and is sent to all active projects twice a week and whenever activities are signed off. Include both the applicant and engineer.	Jan-July 2006
Maintenance Warranty Management	Create better internal feedback loop to document warranty and inspection issues. Use as learning.	Jan-July 2006
On call engineer of the day	Designate on call engineer to support changes in process. Needs to be delayed until new hires are fully trained.	July-Dec 2006
Flood plain inquiry	Conduct complete analysis of flood plain program. Wait until 2006 after new engineers are trained and new processes in place.	July-Dec 2006
Inspection Coordination with Early Building Permit Issuance	Develop new coordination procedures. Delay until new Building Official and new leads have had time to establish their policies and procedures.	July-Dec 2006

<b>TASK</b>	<b>PROPOSAL</b>	<b>TIME FRAME</b>
	Engineering Manager will have information discussions immediate so new building managers know this is an issue of concern for later resolution.	
Increase the number of trips required to trigger a concurrency review AND change the requirement for small trip generators to a simple safety review	Process code amendment to increase the concurrency threshold and institute more safety review for smaller trip generating projects.	July-Dec 2006
Re-examine 24/14/7	Review at end of 2006 to see if it is working adequately in light of other performance improvements that are planned.	July-Dec 2006
Move toward electronic redlines	Start planning in Jan 2006, budget, determine process and equipment needs.	July-Dec 2006
Video inspection of storm pipe	Add this requirement. Will require approval from Public Works and the Board of Commissioners	Jan-July 2007